



Facility Management with The Living Organization[®]

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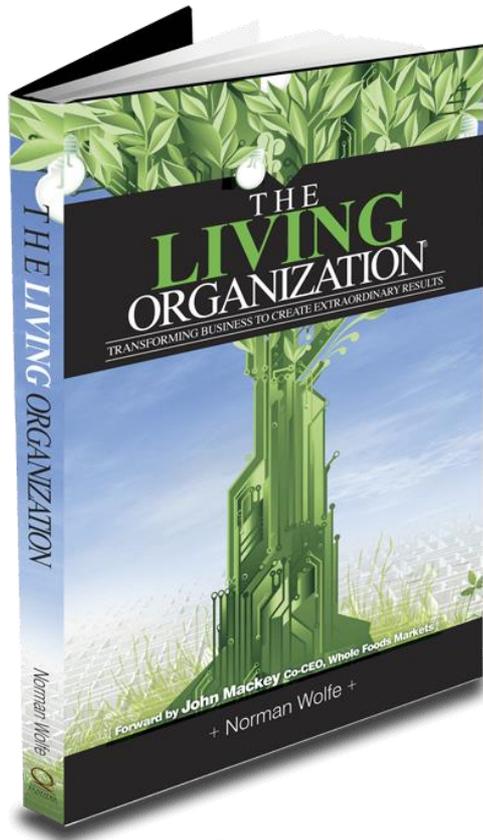
Best Facility Managers are Strategic Leaders

**Strategy
is a function of
Speed of Execution**

Execution relies on People + System Maturity

Project Failure statistics

- Most organizations have a 70 percent project failure rate. ([4PM](#))
- Only 2.5 percent of companies complete 100 percent of their projects successfully. ([Gallup](#))
- Only 64 percent of projects meet their goals. ([Wrike](#))
- 17 percent of IT projects fail so badly they can threaten the existence of a company. ([Calleam](#))
- Large projects across all asset classes typically take 20 percent longer to finish than scheduled and are up to 80 percent over budget. (McKinsey)
- 57% of projects fail due to lack of communication ([ResearchGate](#))



On Amazon
by Norman Wolfe

“Shift from viewing the organization as a machine to be programmed to viewing it as a living being to be developed, nurtured and matured.”
Norman Wolfe

Three Forces of Execution

A.R.C. Framework

Activity

The energy that flows from our efforts, what we do and how we do it to get results.

The focus is to make the organization as efficient as possible.

Relationship

The interactions, structure and quality, between people and other energy sources (e.g. the environment).

The focus is to align resources, with everyone supporting and rowing in the same direction.

Context

The deep stories that define who we are, how we see the world and what is and is not possible.

The focus is to cultivate the flow of Context energy, so it carries us effortlessly towards our desired future.

The Shift in Paradigms

70% Strategy Fail



30% Succeed - The Living Organization® Model



The Living Organization[®] Principles



The bottom line *IS* the bottom line. Revenue = Value Delivered. Expenses = Energy Consumed. The goal is to maximize value and minimize energy consumed.



Organizations are living beings with a purpose and a soul. They exist to make an impact, improving the lives of those they serve



All results are created through the transformation of energy from one form to another

Results/Impact = (Activity * Relationship²)^{Context}



A-R-C is explicitly integrated into every phase of execution, whatever initiative is being implemented.



Viewing organizations as a living being makes available additional resources for facing today's dynamically changing environment, while building the organization for long term sustainability.

The Living Organization[®] Principles



There is an interdependent relationship between the people and the organization. Healthy body – healthy cells. Healthy cells – healthy body.



Increasing maturity and capability increases capacity. Improving performance is a developmental process.



Achieving results is the means to develop people, integrating people development with process execution.

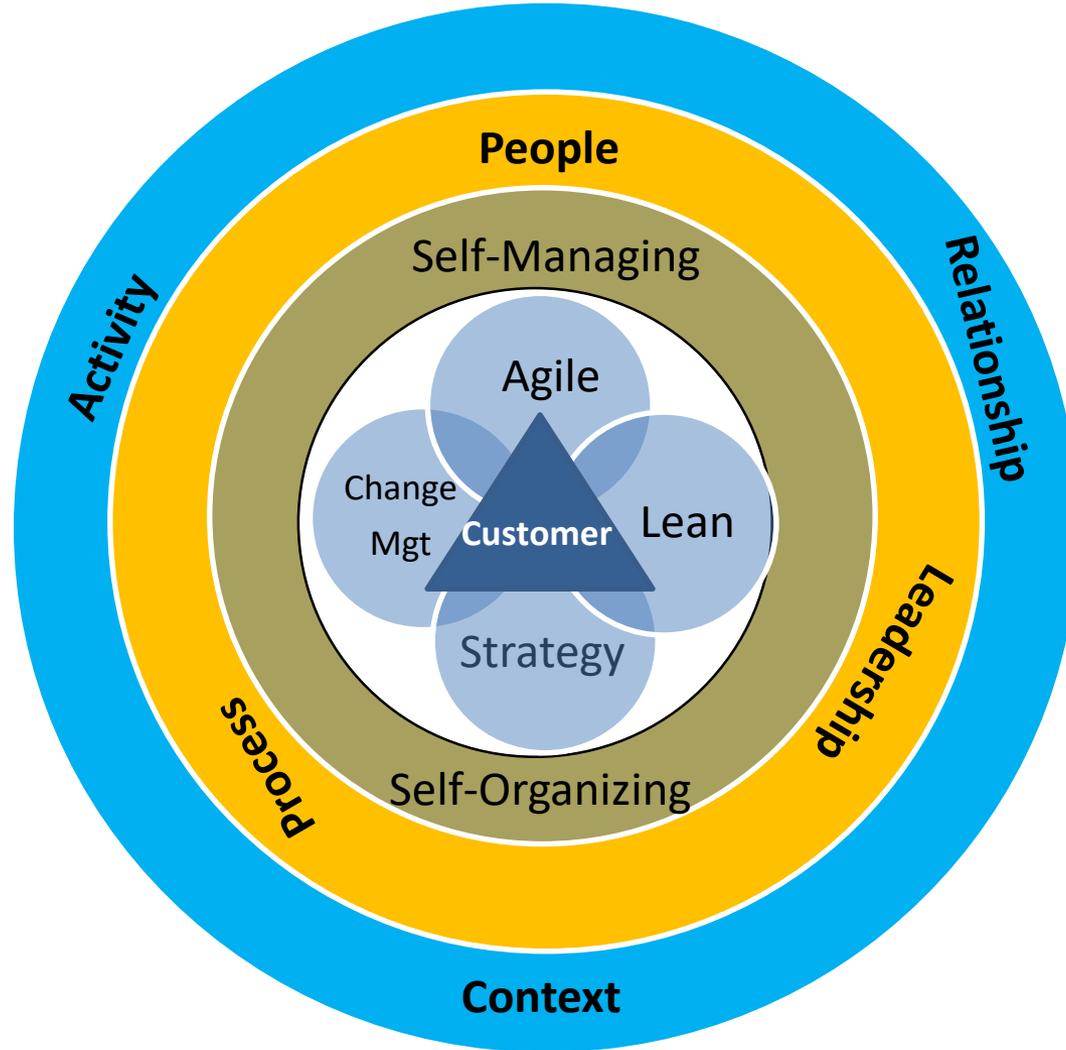


Machines constrain the flow of energy for the sake of consistency, optimization and standardization. Living Beings can balance consistency with creativity increasing the flow of energy



Applications designed for improving organization performance is incompatible with the existing Machine based Operating System.

The Living Organization[®] Operating System

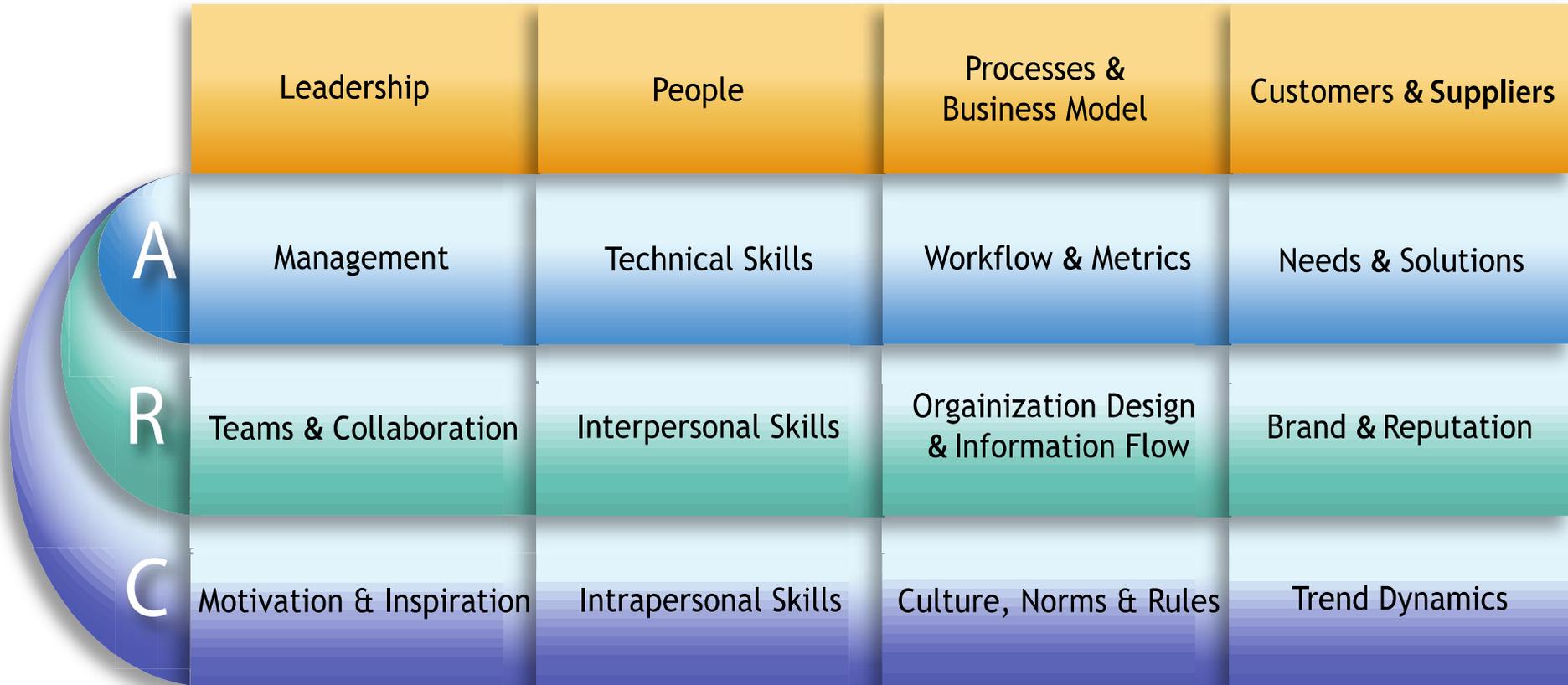


Context is an Exponential Multiplier

Wolfe's Law

$$\text{Impact} = \left(\text{Activity} * \text{Relationship}^2 \right) \text{Context}$$

ARC Framework



| A – R – C | Process / Business Model | People | Leadership |
|--|--|--|---|
| Level 1 Activity Dominant, Relationship ad hoc, Context unconscious | Processes – Random or ad hoc, “that’s the way we do it”, processes are reactive and unpredictable Change – Anyone can lead but no coordination Structure & Roles – Ad hoc Information & Decisions – Owned by top management | Expertise and task dominate Identify with self over group Prefers well-defined structure and roles Requires stability Black and white thinking Works best alone | Management style is directive Defines action and delegates Little to no development of self & others Views only their own world Decisions based on metrics Single style of leadership |
| Level 2 Activity Driven, Relationship Supportive Context unconscious | Processes – Processes are being changed and/or designed to improve flow Change – Management decides on own Structure & Roles – Structured teams and departments, hierarchical, based on function Information & Decisions – Owned by departments, metrics and goals being developed | Expertise and task oriented Identify with self and team/department Prefers clear goals Some flexibility in structure and roles Prefers stability Tends toward black and white thinking Works well with some others | Management style is ‘ask then tell’ Seeks input then decides Develops technical skills only Views world as individual components Decisions based on metrics and logic Single style of leadership |
| Level 3 Activity Leads, Relationship Significant, Context acknowledged (purpose and values) but mostly unconscious | Processes – processes are being changed based on value added to customer Change – Management leads, but employee teams are involved, employees give ideas, but management decides Structure & Roles – matrix structure by function and value stream Information & Decisions – owned by cross-functional teams, metrics and goals aligned with value stream | Expertise still important, learning is valued Identify with team/department Prefers guidelines and flexible structure Relies on structure to lead change Needs to be coached through change Ability to listen to other viewpoints Works well with most others Uses relationships to understand self | Management style is participative Seeks input and monitors actions Develops technical and team skills Views world as separate systems Decisions based on purpose and logic Uses several styles of leadership |
| Level 4 Activity and Relationship balanced, Context conscious | Processes – systems are being changed to optimize value added to customer Change – Some employee led, some management led Structure & Roles – communities are formed based on value stream(s) Information & Decisions – transparent & accessible to communities, communities set goals and targets | Learning becomes more important than being an expert Identify with team/department in relation to whole Prefers flexible structures, management by objective Open to change Open to other viewpoints and willing to adapt Uses relationships to change self | Management style is collaborative Allows group to define actions and oversees Develops technical and interpersonal skills Views world as interconnected system Decisions are intentional based on purpose, vision, and logic Flexible style of leadership based on situation |
| Level 5 Context Driven, Relationship Significant Activity Evolves | Processes – processes align organically to strategic purpose and value chain and integrates with customers, suppliers, and partners (regulatory, compliance, outside agencies), Change – Everyone responds organically to changing environment Structure & Roles – self-managing/self-organizing communities Information & Decisions – decisions made at lowest level, information available to anyone who needs or wants it, full transparency | Learning and growth are primary Identify with the whole Moves easily through fluid structures Embraces and thrives on change Sees value of integrating other viewpoints Relationships are naturally self-enhancing | Management style is empowering Sets context and lets context drive action Develops whole person Views world as integrated ecosystem Decisions are improvisational based on situational awareness and intuition Flexible way of being based on situation |

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TLO Performance Health Assessment – 24 Q

| | Leadership | People | Process | Customers |
|---|---|---|--|---|
| A | <p>9. How well do your managers (at all levels) implement the organization’s business processes and seek to continuously improve them?</p> <p>19. To what degree do you regularly review progress (at least quarterly) against your strategic initiatives to offset the defocusing pull of immediacy?</p> | <p>4. How well do the functional skills of your employees (at all levels) match the needs of the organization?</p> <p>18. To what degree does your talent management system focus on performance development as opposed to performance review?</p> | <p>2. To what degree does your organization’s workflow align and support your strategic objectives?</p> <p>17. To what degree do you have specific metrics, systems, and processes in place to track your organization’s success in implementing specific initiatives, strategic goals or objectives?</p> | <p>1. To what degree is your organization achieving or exceeding your revenue goals?</p> <p>21. How well does your company meet the needs of its customers & overall supply chain?</p> |
| R | <p>12. To what degree does your executive team exemplify and create an environment of teamwork and collaboration?</p> <p>24. To what degree are your functional organizations working cooperatively with other groups, versus acting as “silos”?</p> | <p>8. To what degree do your employees communicate and collaborate with each other (at all levels)?</p> <p>23. How well do your employees work as effective teams?</p> | <p>6. How well do your organizational units interact with each other to further the objectives of the whole organization?</p> <p>7. How well does the information flow among your various organizational units enable each unit to cooperate and collaborate with each other?</p> | <p>3. To what degree is your reputation and brand a positive influence in regards to your relationship with your customers and suppliers?</p> <p>22. To what degree is your reputation and brand a positive influence in regards to your relationship with your investors and employees?</p> |
| C | <p>20. How energized and committed is your workforce?</p> <p>15. To what degree does your workforce feel inspired and motivated by your executive team and are engaged and deeply committed to the soulful purpose of the organization?</p> | <p>13. To what degree do your employees view their work from a context of personal meaning and purpose, creating commitment to their own and the organization’s goals and objectives?</p> <p>14. To what degree can everyone in your organization articulate your organization’s true and Soulful Purpose, desired future state, strategic plan to get there and their role and contribution?</p> | <p>10. To what degree do your organization’s values and culture - as they are actually lived - align with your espoused/desired values and culture?</p> <p>16. How well is innovation ingrained within your organization, whether through products and services, internal process improvement, or both?</p> | <p>5. How well do you and your leadership team understand the underlying forces that will shape your industry in the future?</p> <p>11. How well does your organization’s culture guide the behaviors of your employees to effectively and efficiently provide high-value goods and services to your marketplace?</p> |

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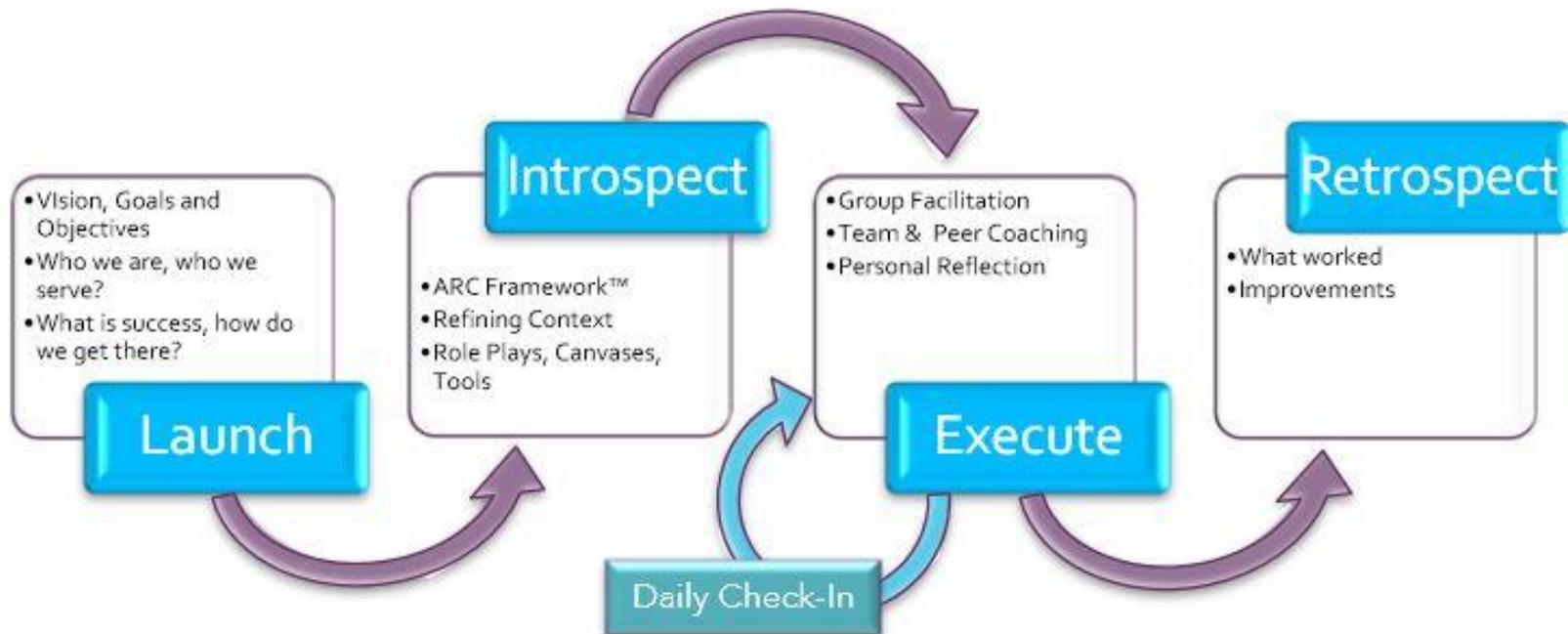
ARC Assessment = Sample 1

| | Leadership | People | Process | Customers |
|----------|-------------------------------------|------------------------------------|------------------------------------|-------------------------------------|
| A | 9. 7/8/7 – 7.3 19. 6/7/7 – 6.7 | 4. 6/7/6 – 6.3 18. 3/4/7 – 5.7 | 2. 7/9/7 – 7.7 17. 3/4/7 – 6.0 | 1. 6/2/4 – 4.0 21. 9/10/8 – 6.5 |
| R | 12. 7/10/6 – 7.7 24. 7/8/7 – 7.7 | 8. 7/8/6 – 7.0 23. 7/8/6 – 7.2 | 6. 4/7/8 – 6.3 7. 6/7/8 – 7.5 | 3. 9/10/8 – 9.0 22. 8/9/8 – 8.3 |
| C | 20. 7/7/6 – 6.7 15. 4/5/7 – 6.5 | 13. 7/7/7 – 7.0 14. 6/7/7 – 5.8 | 10. 8/5/8 – 7.0 16. 6/7/8 – 6.8 | 5. 8/10/8 – 8.7 11. 9/10/8 – 8.0 |

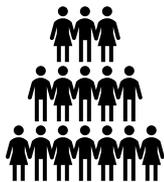
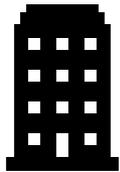
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The Living Organization® Facility Management Execution Sprint



Sprint Case Study - Moving Corporate HQ



90 days (vs 1year)



Multi-Functional Team Sprint

- On Time
- On Budget

“It was the hardest and most rewarding experience in my working career”

For More Information

1. Execution Sprint Brochure

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Questions ? or Comments?